



Kaiser Permanente Member Service Contact Centers

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Member Service Contact Center Philosophy

Member Service Contact Centers (MSCCs) are the support system, the heartbeat behind providing Kaiser Permanente's (KP) integrated health care service to our members and customers.

We educate and connect with the minds and hearts of those we serve thousands of times every day to deliver the KP Promise to provide our members with quality they can trust and caring with a personal touch while making it convenient, easy and affordable.

Our Service Credo

Our cause is health. Our passion is service. We're here to make lives better.

MSCC Shared Service Operations

In 1995, KP consolidated its 85 decentralized Member Service call centers to two regional contact centers to provide consistent, high quality service, and member experience to its members across California.

Last year, KP further consolidated its contact centers into three shared service facilities across three time zones to offer members and customers more communication channels and a consistent KP-branded member experience in four regions.

- Common desktop, telephony and service tools w/shared systems, policies, and procedures
- Economies of Scale
- Universal customer service agent
- Operating to KP's national standards and performance guarantees
- Call sharing across the MSCCs in three time zones based on volume needs
- Disaster recovery

MSCC Shared Service Operations

- Kaiser Permanente currently serves more than 9 million members, nearly 7 million in CA.
- MSCCs answer more than 8 million member and prospective member or customer calls annually. (Note: Our Appointment & Advice Contact Centers answer 52 million calls annually.)
- Contact Center locations: Corona, CA; Denver, CO; and Fulton, MD.
- Call types include questions about enrollment, benefits, products, coverage, facility information and available services. (Calls regarding appointments and medical advice are handled by our Appt. & Advice Contact Centers.)
- Culturally-sensitive service in English, Spanish, Cantonese and Mandarin.
- Bi-lingual (English/Spanish) customer service representatives at all contact centers. Also, ATT&T language line support.
- TTY for the hearing impaired.
- Call sharing – MSCCs in Denver and Fulton handle California member calls in addition to regional calls as volume requires.
- More than 680 CSRs handle California member calls.

MSCC Shared Service Operations

To improve service, reduce redundancies, and drive business efficiencies, our shared service MSCCs have a tier one generalist-specialist and tier two business partner approach for ensuring members receive the end-to-end service level of help that they need.

- **Generalist:** All MSCC reps answer basic inquiry and request calls including: eligibility, benefits, billing questions, facility information, navigating KP.org and taking credit card payments.
- **Specialist:** Specialty teams within the MSCC respond to calls on specific business lines often requiring specific knowledge and additional time for resolution (e.g., Claims and Medicare).
- **Business Partners:** Some contacts requiring specialized resolution are handed off electronically to functional business partners for review and completion. (Example: If a claim requires adjudication, that contact is forwarded and tracked via the MSCC desktop to the Claims Administration team to complete the request.

Labor Management Partnership

Our partnership is central to our operational strategy – **the way we work together to continually improve business efficiencies and customer-centric service.**

- The National Labor Management Partnership agreement between KP and Coalition of KP unions dates back approximately 15 years.
- The relationship with LMP unions that exists at the MSCCs is important, as it affects three different LMP unions at our MSCC locations.
- Involvement is through unit-based teams (UBTs) and LMP committees in the key areas of workplace safety, workforce planning and development, attendance, quality assurance and healthy workforce.
- There is a negotiated line of sight incentive program that is tied to individual performance criteria. (Measures: quality assurance, first contact resolution, service level, abandonment rate, schedule adherence)

Performance Guarantees and Metrics

Driven by KP performance guarantees, KP National Quality Assurance Standards, external regulators, and KP internal compliance

Metric	Target
Service level (SVL)*	80% calls answered w/in 30 secs
Abandonment rate (ABA)*	<3%
Average speed of answer (ASA)*	<30 secs
Average handle time (AHT)	<400 secs
First contact resolution (FCR)*	85%
Absenteeism (people in seats)	5.5%
Occupancy (Percentage of time that a CSR is waiting for a call, on a call or in ACW / CSR scheduled time.)	85%
Schedule adherence (CSR accountability to arrive/take breaks and clock out on time)	99%
Quality Assurance* (score a CSR receives in her ability to handle the call. (e.g., greeting, setting tone, call authentication, problem solving, professional/interpersonal skills, courtesy, call integrity, conclusion and documentation.)	92% (in all categories)
Forecasted On-line Time (Percentage of CSRs available scheduled time to take calls)	59%

*Denotes metrics with national performance guarantees in place;
KP has \$9 million at risk for MSCC performance

Performance Guarantees Dashboard Through April 2012

<i>HPSA Dashboard: April 2012 (YTD)</i>	<i>Performance Guarantee</i>	<i>Goal</i>	<i>Region</i>						
			<i>CA</i>	<i>MAS</i>	<i>CO</i>	<i>GA</i>	<i>HI</i>	<i>NW</i>	<i>OH</i>
First Call Resolution - CSR (Jan) ¹	85%	>=85%	85.5%	92.5%	93.4%			90.8%	90.5%
% of Calls Answered in 30 Seconds	80%	>=80%	81.9%	86.4%	91.8%	85.9%	98.0%	89.5%	82.2%
Call Abandonment Rate	3%	<=3%	1.8%	1.8%	1.1%	2.0%	1.1%	1.5%	2.0%
Average Speed to Answer (In Seconds) ²	30	<=30	24	23	14	17	9	16	16

At or better than Target

Below Target

Note¹: FCR Involves a 30-day look back

Note²: Up to 35 seconds for some Purchasers

Performance Guarantees Dashboard 2011

HPSA Dashboard: December 2011 (YTD)	Performance Guarantee	Goal	Region						
			CA	MAS	CO	GA	HI	NW	OH
First Call Resolution - CSR (Jan) ¹	85%	>=85%	87.4%	90%%	93.0%			90.2%	90.5%
% of Calls Answered in 30 Seconds	80%	>=80%	81.8%	84.0%	80.6%	81.7%	98.3%	81.1%	39.8%
Call Abandonment Rate	3%	<=3%	1.6%	2.9%	3.9%	1.9%	0.8%	2.3%	11.3%
Average Speed to Answer (In Seconds) ²	30	<=30	20	22	41	20	7	24	102

At or better than Target

Below Target

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Note²: Up to 35 seconds for some Purchasers